The U.S. Army Chemical Materials Agency and Pine Bluff Arsenal Support the Life-Cycle Management Initiative

Roger Johnson and Nick Levett

Good products delivered to Soldiers on time at the lowest cost has always been the Pine Bluff Arsenal's (PBA's) goal. PBA was established in November 1941 with the World War II mission of manufacturing incendiary grenades and bombs. However, the mission quickly expanded to the manufacture, loading and storage of war gases and production and storage of pyrotechnic, riot control and white phosphorus munitions. Between 1953 and 1969, PBA was the only U.S. site for the full-scale production of biological munitions. In the 1980s, PBA served as the primary site for the "Rock-Ready" chemical equipment recertification program. PBA products and services were heavily used during World War II, the Korean War, Vietnam and *Operation Desert Storm*.

PBA develops, produces and stores the M83TA practice grenade. The M83TA is used to train Soldiers how to operate in smoke- or dust-filled environments like the one depicted in this photo. Here, a CH-47 Chinook helicopter approaches the landing zone to extract security forces from outside the village of Jegdalek, Afghanistan, Sept. 6, 2004. (U.S. Army photo by SGT Michael Abney, 55th Signal Co. (Combat Camera).)

PBA's mission has evolved over time with an organizational structure reflecting two mission organizations — ammunition manufacturing and depot operations. Even though the depot operations organization underwent several name changes, it remained multifunctional and PBA operated without an organization dedicated solely to the growing chemical and biological defense mission.

Soldier and Biological Chemical Command (SBCCOM)

Significant changes occurred during the 1990s when PBA transitioned into SBCCOM and entered the new millennium by adding yet another business area to the arsenal's mission base — soldier system support (SSS). This was strategically significant for PBA because the SSS market involves everything a soldier eats, wears or carries. This corporate realignment, along with an increased emphasis on infrastructure investments, led to rapid mission expansion in the early 2000s.

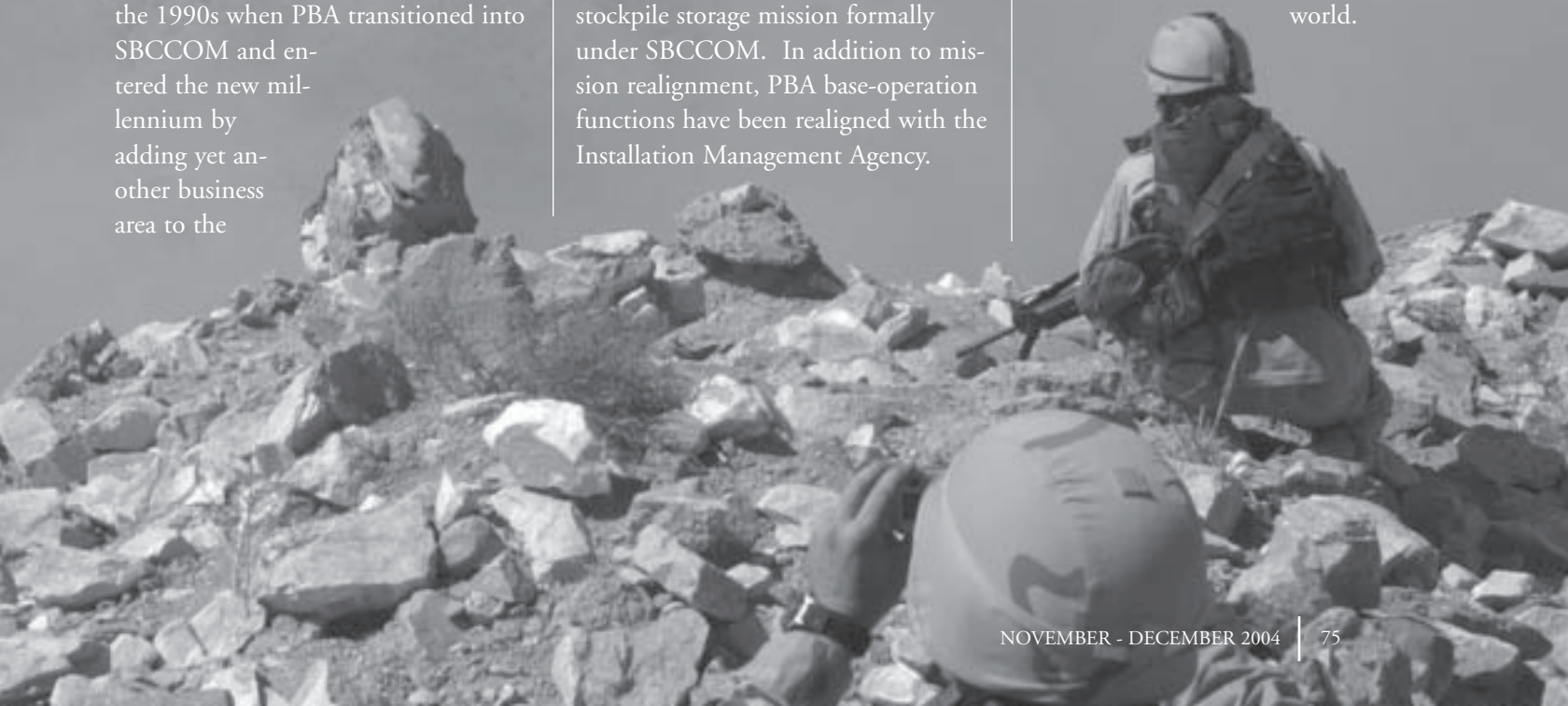
SBCCOM's Materiel Readiness Center (MRC) vision was for PBA to become DOD's center for chemical and biological technology, products and services. In working toward that vision, PBA incorporated the MRC concept into ongoing strategic planning efforts. This concept expanded the chemical, biological, ammunition and SSS missions to offset the completion of chemical demilitarization missions.

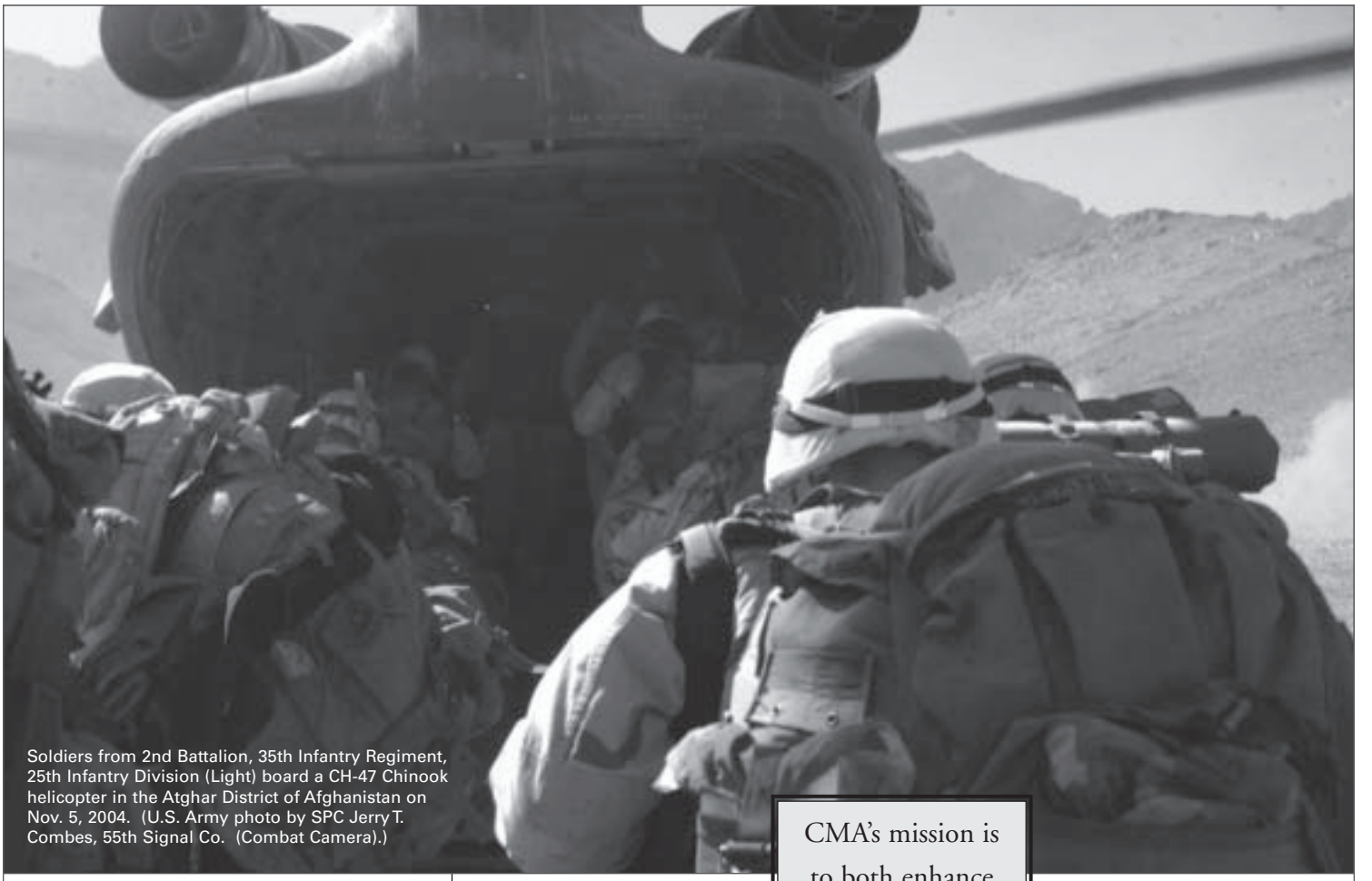
With the recent transition of SBCCOM into the Research, Development and Engineering Command, PBA has been reassigned to the Chemical Materials Agency (CMA) under the Army Materiel Command. In addition to PBA, CMA includes the former Program Manager for Chemical Demilitarization and the chemical stockpile storage mission formally under SBCCOM. In addition to mission realignment, PBA base-operation functions have been realigned with the Installation Management Agency.

CMA

CMA's mission is to both enhance national security by eliminating chemical materiel stored at several sites around the United States and to fulfill national defense needs by providing specialized products and capabilities for our warfighters and homeland defenders. The SSS workload is increasing and is starting to claim a dominant piece of the mission.

Today, PBA satisfies DOD's peacetime and replenishment requirements by providing U.S. and allied forces with critical products and services that are unavailable from other sources. PBA also provides specialized training and logistics support for the Department of Homeland Security and the American Red Cross. PBA's mission encompasses multiple phases of the Army's Life-Cycle Systems Management Model (LCSMM) from Phase B, System Development and Demonstration, through Phase C, Production, Deployment, Operation and Support. This involvement is evident through PBA's associations with design agencies, unique manufacturing capabilities and active response to peacekeeping missions and regional contingencies around the world.





Soldiers from 2nd Battalion, 35th Infantry Regiment, 25th Infantry Division (Light) board a CH-47 Chinook helicopter in the Atghar District of Afghanistan on Nov. 5, 2004. (U.S. Army photo by SPC Jerry T. Combes, 55th Signal Co. (Combat Camera).)

One product that was developed, produced and stored at PBA, exemplifying multiple phases of the Army's LCSMM, is the M83TA practice grenade, which is used to train soldiers to operate in smoke-filled environments. Beginning in the early 1990s, PBA's Engineering and Technology Directorate developed this grenade for the U.S. Army Chemical School. After the development process was complete, and once the grenade had passed through the stringent testing process, PBA's Ammunition Operation Directorate was chosen to manufacture this munition. PBA's Material Management Division also has the capability to safely store the M83TA grenade until one of PBA's key customers requires additional supplies.

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PBA's current mission includes development support, development, manufacturing, maintenance and storage of conventional ammunition and chemical and biological defense items; logistical and maintenance support for mobile and powered systems; and logistical and training support for homeland defense. PBA also supports the storage and destruction of the Nation's second largest chemical weapons stockpile and provides base operations support to numerous tenant activities.

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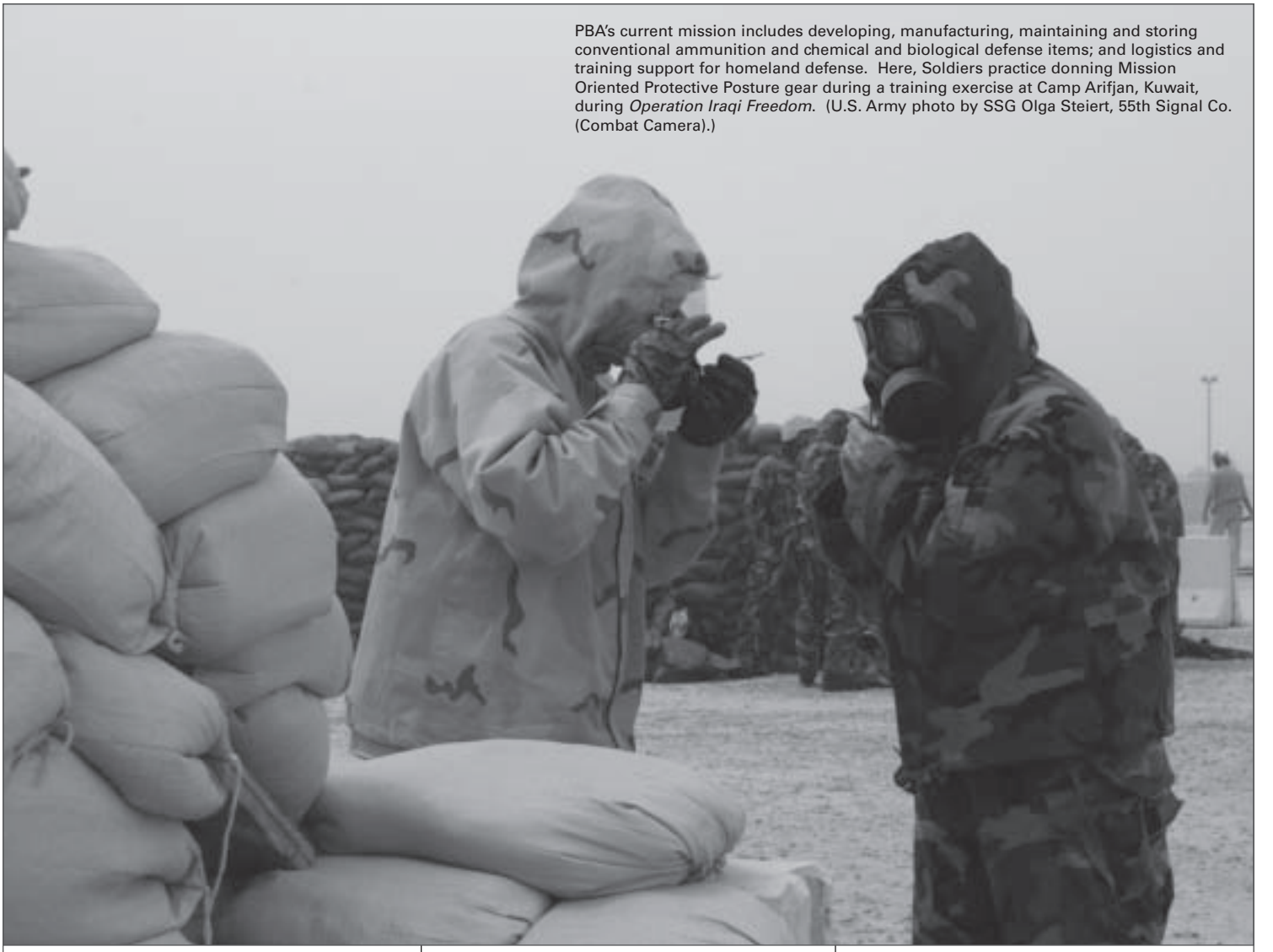
PBA operates under the Army Working Capital Fund (AWCF), a revolving fund that receives revenue from customer orders and pays expenses from the AWCF appropriation. An AWCF facility operates in a business-like environment and maintains financial statements, balance sheets and income



PBA's current mission includes developing, manufacturing, maintaining and storing conventional ammunition and chemical and biological defense items; and logistics and training support for homeland defense. Here, Soldiers practice donning Mission Oriented Protective Posture gear during a training exercise at Camp Arifjan, Kuwait, during *Operation Iraqi Freedom*. (U.S. Army photo by SSG Olga Steiert, 55th Signal Co. (Combat Camera).)

statements that are used as measurement tools to monitor the business entity's fiscal health.

PBA continues to respond quickly and efficiently to the Army's changing needs as the Nation's only active chemical and biological defense arsenal. PBA's unique evolution has been a migration from a large-scale producer of offensive weapons to the flexible manufacturing of chemical and biological defense and ammunition commodities.

ROGER JOHNSON is the Chief of Strategic Planning and the Technical Operations branch at PBA. He holds a B.S. in electrical engineering from the University of Arkansas. He is also a registered Professional Engineer with the State of Arkansas and a graduate of the Army Management Staff College's Sustaining Base Leadership for Managers course.

NICK LEVETT is the Advocate for PBA at CMA. He holds a B.S. in industrial engineering from the State University of New York-Brockport and an M.S. in industrial engineering from the University of Buffalo. Levett is an Army Acquisition Corps member who is Level III certified in systems planning, research, development and engineering.